

The Arts Work for Washington

Washington State Arts Commission
2005-2011 Strategic Plan



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2005-2011 Strategic Plan

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Director's Summary

May 1, 2004

For more than 40 years, the work of this agency has been “the conservation and development of the State’s artistic resources.” To do so, we have invested in strong, vibrant connections with artists, arts organizations and communities – integrating the arts into the state priorities.

The enclosed plan positions the agency for the next six years, by clarifying the goals, objectives and strategies that provide the best possible public benefit. To develop this plan, we hired Public Strategies Group specifically to coach us as we assess mission and strategy, clarify purpose and future. We also convened a Futures Committee of Commissioners to revisit the fundamental strategic questions as a prelude to updating the agency’s strategic plan. Moreover, we were informed throughout by the Priorities of Government process as we focused on the results citizens expect from government – today and in the future.

Three goals clarify our intentions and future direction:

- Increase citizen access to and participation in the arts.
- Incorporate the arts into the education of every Washington K-12 student.
- Increase public support for the arts.

Five objectives identify the measurable results to accomplish 2005-2011:

- Enhance the ability of arts organizations to improve artistic quality, organizational stability and outreach.
- Increase participation in the arts by traditionally underserved communities.
- Improve teaching and learning by supporting and promoting sustainable arts-based curricula and programs in K-12 public schools.
- Integrate and conserve visual art in public spaces.
- Develop and pursue an agenda to enhance public policy that supports the arts.

The goals and objectives identified here will be implemented through targeted strategies and action steps, and assessed according to the activity indicators, performance measures and other ongoing documentation.

This document represents the strategic choices that we see will best use existing resources, leverage results and benefit the State’s residents and visitors. We also recognize our role as stewards of the State’s cultural resources, and must position ourselves to conserve these resources for future generations. Balancing present needs and future vision, we are pleased to submit this plan, and honored to renew our commitment to make the Arts Work for Washington.

Kris Tucker, Executive Director



Mission Statement

The mission of the Washington State Arts Commission is to cultivate a thriving environment for creative expression and appreciation of the arts for the benefit of all. *(Approved March 2001)*

Statutory Authority

The Washington State Arts Commission is a state agency, established by the Legislature in 1961.

Purpose: The conservation and development of the State's artistic resources [are] essential to the social, educational, and economic growth of the State of Washington. Artists, works of art and artistic institutions contribute to the quality of life and the general welfare of the citizens of the State, and are an appropriate matter of concern to the government of the State of Washington. (RCW 43.46.005)

Powers and duties generally: The commission shall make such recommendations, as it deems proper for the cultural development of the State of Washington. (RCW 43.46.050)

Visual arts program established: The legislature declares it to be a policy of this State that a portion of appropriations for capital expenditures be set aside for the acquisition of works of art to be placed in public buildings or lands. There is hereby established a visual arts program to be administered by the Washington State Arts Commission. (RCW 43.46.090)

State art collection: All works of art purchased and commissioned under the visual arts program shall become a part of a state art collection developed, administered and operated by the Washington State Arts Commission. (RCW 43.46.095)

Arts and the Priorities of Government

Increasing documentation over the past few years demonstrates the public benefit of the arts. A thriving arts environment contributes results to Washington's priorities of government that form the core of what government must do and do well for Washingtonians.

The arts improve student achievement as part of a complete education, and contribute to increased attendance, student leadership and self-esteem. The Arts Commission contributes to these goals:

- Arts in Education grants build the capacity of schools and communities to provide quality arts instruction based on the State's arts standards.
- The Arts Education Resources Initiative identifies best ways to enhance arts education in Washington schools, provides tools to assist educators and community leaders in evaluating their schools' arts programming, and encourages the use of practices that will improve arts education.

The arts improve the quality and productivity of our workforce by enhancing the quality of life that is key to recruiting and retaining workers, contributing to the "creative economy" and helping to create a livable environment at work and in the community. The Arts Commission contributes to these goals:

- Public art, art events and preservation of heritage contribute to the cultural life of a region, are principal determinates of "quality of life" and are important factors in creating attractive job opportunities and environments.
- Arts administration workshops improve the abilities and skills of arts organizations relating to board development, legal issues, fundraising and public relations.

The arts improve the value of state college or university education, enriching the environment and exposing students to potential arts related career opportunities in arts, culture, heritage and creative enterprises. The Arts Commission contributes to these goals:

- Percent for Arts programs facilitate the acquisition and placement of artwork in publicly accessible places throughout Washington State including colleges and universities.
- Exemplary art museums, performance halls and arts programming located on college and university campuses benefit students and the broader community.



Final Frontier (detail)
by Michael DalCerro

The arts improve the health of Washington citizens by contributing to healthy lifestyles, facilitating healing and grieving, and increasing overall joy and enthusiasm. The Arts Commission contributes to these goals:

- The Washington Arts and Healthcare Network (WAHN) is a statewide consortium of organizations working to expand opportunities for artists to work in healthcare settings; an online directory and information center will serve as a valuable resource for artists, healthcare workers and public participants.

The arts improve the security of Washington's vulnerable children and adults through outreach to underserved communities. The Arts Commission contributes to these goals:



- The Arts Participation Initiative provides multi-year funding and training for arts organizations serving ethnic, rural, low income and disabled communities.
- *Forward Focus* documents issues and resources on Careers in the Arts for People with Disabilities, including possibilities for coordination of services.

The arts improve the economic vitality of businesses and individuals through the revitalization of communities and the creation of jobs. Theaters, museums, galleries and festivals contribute to the economy directly and indirectly. The Arts Commission contributes to these goals:

- Grants to Washington's nonprofit arts organizations keep ticket prices low and leverage other contributions.
- Juried rosters provide job opportunities for artists in education and public art
- Grants to arts organizations leverage other funding from local and federal government, corporations, foundations and individuals.
- Arts Walks, festivals, cultural events and public art installations are important factors in healthy, active downtowns and neighborhoods, and contribute to business climate.

The arts improve statewide mobility of people, goods, information and energy by enhancing cultural tourism, and creatively enhancing electronic and print publications. The Arts Commission contributes to these goals:

- Workshops, newsletters, web pages and eNews provide information on cultural events, professional training and arts facts. Strategic distribution and expanded public access ensure that information reaches business travelers, tourists, artists, educators, administrators and residents of Washington State.
- *The National Lewis and Clark Arts Plan* and *Share Your Heritage* workshops provide training and resources for sustainable cultural tourism, specifically as related to the Lewis and Clark bicentennial commemorations in Washington's rural towns.

The arts improve the safety of people and property by providing cultural activities that contribute to vibrant and safer downtowns and neighborhoods. The Arts Commission contributes to these goals:

- Arts facilities, cultural events and public art installations contribute to the healthy downtowns and neighborhoods, contributing to a “sense of place,” adding vitality and providing healthy activities for youth.
- The support of healthy, productive arts organizations increases the opportunity for participation by residents and visitors in art related activities in downtowns and neighborhoods.

The arts improve the quality of Washington's natural resources by increasing awareness of the environmental and natural resources. The Arts Commission contributes to these goals:

- Installations of public art call attention to issues of environmental stewardship.
- The Northwest Native Woodcarver's Gathering, organized in partnership with The Evergreen State College, held forums on issues including indigenous artists' access to natural resources and respectful interaction with the environment.



Arts, culture and recreational opportunities throughout the State are a priority of State Government and an important legacy for this and future generations. The Arts Commission contributes to these goals:

- Arts education programs based on state standards contribute to academic achievement and school environment.
- The state art collection provides quality artworks in public spaces.
- Partnerships with the Washington State Parks and Recreation Commission bring concerts, festivals, craft demonstrations and exhibits to State Parks settings.
- Seven driving tours provide milepost-by-milepost guides to cultural heritage sites along selected roads and highways.

Activities, Goals and Objectives

In 2002, the Arts Commission identified the **Four Activities** that we pursue to produce a product, service or result. These activities correlate with the agency budget and performance measures as submitted to the Office of Financial Management.

- Build Participation in the Arts.
- Fund the growth development and stability of arts organizations in local communities.
- Support the arts as basic education.
- Acquire and conserve the state art collection.

In 2004, the Arts Commission identified **Three Goals** and **Five Objectives** for the next three biennia (2005-2011). These goals and objectives will be implemented through targeted strategies, and measured according to the activity indicators, performance measures and other ongoing documentation.

Three Goals clarify our intentions and future direction:

- Increase citizen access to and participation in the arts.
- Incorporate the arts into the education of every Washington K-12 student.
- Increase public support for the arts.

Five Objectives identify the measurable results to accomplish 2005-2011:

- Enhance the ability of arts organizations to improve artistic quality, organizational stability and outreach.
- Increase participation in the arts by traditionally underserved communities.
- Improve teaching and learning by supporting and promoting sustainable arts-based curricula and programs in K-12 public schools.
- Integrate and conserve visual art in public spaces.
- Develop and pursue an agenda to enhance public policy that supports the arts.

On-going Review and Updates: To keep this plan relevant as we assess environmental changes and constituent needs, the Commission will review the plan annually, and involve stakeholders in a broader review each biennium.

Strategies for Achieving Our Goals and Objectives

Objective One: Enhance the ability of arts organizations to improve artistic quality, organizational stability and outreach.

DESIRED RESULT: WASHINGTON'S ARTS ORGANIZATIONS PROVIDE SUSTAINABLE QUALITY ARTS PROGRAMS FOR RESIDENTS AND VISITORS.

Strategies:

- Invest in arts organizations with proven positive records of accomplishment.

The Arts Commission provides financial support to Washington's nonprofit arts organizations through operating and project grants. This funding helps organizations to reduce the cost of producing or presenting artistic events for the public, making them more accessible to our State's residents and visitors. Applications are judged through a peer review process based on rigorous standards for organizational management, artistic merit and public access. For fiscal year 2004, Grants to Organizations awards funding supported more than 200 organizations throughout the State, assisting in the production of 35,800 events, with 7.9 million participants in total attendance.

AGENCY ACTIVITY SUPPORTED: Fund arts organizations

Alternatives not chosen:

- Distribute funding to all nonprofit arts organizations. (Inadequate \$ for significant impact.)
- Distribute funding on a formula basis (e.g. per capita) for re-granting at the local level. (No effective distribution system is currently available, nor can it be established within current means)

Objective Two: Increase participation in the arts by traditionally underserved communities.

DESIRED RESULT: BROAD PARTICIPATION IN THE ARTS FOR ALL WASHINGTON RESIDENTS, REGARDLESS OF ETHNICITY, GEOGRAPHY, ECONOMIC DISADVANTAGE OR DISABILITY.

Strategies:

- Strengthen arts organizations in ethnic, rural and disabled communities, with leadership from those communities and locally developed programming.
- Improve the Arts Commission's capacity for working with underserved communities.
- Leverage results through partnerships with state parks and other state and local agencies.
- Support traditional and folk arts, especially in underserved communities.

Washington residents participate in the arts in many ways: attending arts events, creating art and contributing time or money to arts organizations and artists. The Arts Commission recognizes that some state residents have traditionally had limited access to arts opportunities, and that strategic outreach efforts are necessary to enhance arts participation in communities underserved for reasons of geography, ethnicity, economic disadvantage or disability. A grant from the Wallace Foundation has funded a five-year demonstration program providing multi-year funding and training to enhance and assess arts participation in these communities. The grant expires in 2006; the Arts Commission is now better positioned to serve all residents of the State, and has identified key strategies to do so, what we need are the resources to implement these more effective practices.

AGENCY ACTIVITIES SUPPORTED: Enhance participation; Fund arts organizations

Alternatives not chosen:

- Distribute small amounts of money to all applicants. (Other options better leverage long-term results)
- Provide vouchers or free tickets to arts programs. (Such programs have not proven effective, are costly, and difficult to manage.)
- Channel outreach funds to stable “mainstream” arts organizations. (Other strategies selected to invest in community based programs and leadership for long-term results)

Objective Three: Improve teaching and learning by supporting and promoting sustainable arts-based curricula and programs in K-12 public schools.

DESIRED RESULT: K-12 STUDENTS ACROSS THE STATE HAVE ACCESS TO STANDARDS-BASED ARTS EDUCATION.

Strategies:

- Use state arts education Essential Academic Learning Requirements in the Arts (EALRs) as standards for WSAC’s arts education programs.
- Strengthen and replicate Arts Education Community Consortia to more school districts.
- Encourage replication of proven practices in arts education.

The Arts Commission is helping communities build strong arts education programming that responds to the Essential Academic Learning Requirements in the Arts. Community Consortia grants promote using local resources and developing local arts education expertise. The Arts Commission developed the program with input from educators, parents, artists, arts organizations and local arts agencies around the State. Evaluator Dr. Michael Sikes in *A Mosaic of Knowledge: An Evaluation of The Community*

Consortium Grants Program, 2001-2002, reports that the program deepens standards-based education, builds local partnerships, meets community needs, builds local intellectual capital, brings significant improvement in the use of data, builds sustainability, and reflects national trends. Arts Education Consortia Grants awarded \$580,000 to 28 consortia across the State during the 2002-2003 school year.

AGENCY ACTIVITY SUPPORTED: Support arts education

Alternatives not chosen:

- Tour arts groups to schools for assemblies or support classroom field trips to arts facilities or programs. (Broad participation but limited educational impact. High rate of last-minute schedule changes requires significant staffing.)
- Expand Artist in Residency model. (Less impact on academic achievement.)
- Seek to expand the number of students reached. (Strategic choice to invest deeply, not broadly, for better long-term impact in student achievement, other high level results.)
- Work only with arts organizations to improve their capacity to work with schools, or work only with schools to incorporate art into their curriculum and instruction. (The consortia model works both strategies together and leverages stronger local commitment and results.)
- Expand to P-12 and/or higher education. (Inadequate \$ for significant impact.)

Objective Four: Integrate and conserve visual art in public spaces.

DESIRED RESULT: THE PUBLIC EXPERIENCES A GROWING COLLECTION OF HIGH QUALITY ORIGINAL ARTWORK IN PUBLIC SPACES.

Strategies:

- Identify necessary resources to conserve the state art collection.
- Increase flexibility of funds provided for the visual arts program.
- Increase public awareness of the state art collection.
- Encourage local percent for arts programs.

Established in 1974, the Art in Public Places program has placed more than 4700 artworks in Washington's State agencies, community colleges, universities and public schools and their communities. The Arts Commission facilitates the acquisition and placement of artwork in publicly accessible places throughout Washington State through percent-for-art funds generated by new state building construction; local committees select the artwork. This program serves as a model for the development of local and regional percent for arts/visual arts programs. To preserve the State's investment, this valuable and accessible collection requires additional resources for conservation and maintenance.

AGENCY ACTIVITY SUPPORTED: State art collection

Alternatives not chosen:

- Tour state-owned artwork to sites across the State. (Potential impact outweighed by costs and risks of transporting and installing artwork.)
- Exhibit artworks in a state gallery. (No suitable site exists; inadequate funding to attain and operate the facility and related programs. Limits access to one geographic area.)
- Expand art collection to include performing arts. (Not possible with capital budget funds)

Objective Five: Develop and pursue an agenda to enhance public policy that supports the arts.

DESIRED RESULT: A POLITICAL AND SOCIAL ENVIRONMENT THAT RECOGNIZES THE VALUE OF THE ARTS.

Strategies:

- Identify opportunities to advance public policy at the state and local level.
- Promote increased public and private contributions to arts organizations through training, leverage/standards, public policy, partnerships.
- Create baseline data about arts participation.

AGENCY ACTIVITIES SUPPORTED: All

Performance Assessment

The Arts Commission tracks performance measures in all activity areas. Most recent data confirms that reduced funding in the past three years has reduced the impact of our grants: there has been a decline in number of individuals participating in state-funded arts programs. Grant amounts are smaller, yet we are receiving more applications in nearly every category.

We are supporting more arts projects in and with historically underserved communities: ethnic, geographically isolated, low income and disability communities.

Artwork acquisition remains relatively constant, related specifically to state construction projects.

Data from our performance measures are reinforced by that collected through strategic planning processes over the past six years.

1999-2000: Constituents Inform a New Plan

Through a process involving more than 1,000 participants (see sidebar), the agency's 2000-2006 strategic plan was completed five years ago and identified five "big picture" goals:

- Support arts organizations and artists in communities statewide.
- Support locally determined needs across the State.
- Strengthen the arts as part of Washington students' education from kindergarten through high school graduation.
- Sustain equity and diversity in WSAC funding and programs.
- Develop traditional and folk-arts as part of Washington's cultural heritage.

The plan completed in 2000 committed the agency to reviewing the plan each biennium in order to maintain rapport and participation statewide, and continue to measure agency performance against constituent needs.

The Arts Work for Washington

Strategic Plan History

1997: Governor Locke establishes Blue Ribbon Arts Task Force to review state support of the arts.

1998: Task Force issues report recommending stronger leadership, increased funding, and arts as part of basic education.

1999: Executive Director Kris Tucker hired; Legislature approves \$750,000 in new funds with directive to create a strategic plan.

2000: Public planning process, using Open Space Technology and on-line forums, becomes the framework for developing "The Arts Work for Washington" WSAC's strategic plan.

2001: Legislature approves \$500,000 additional funds for the 2001-2003 biennium (20% of the request) to implement the strategic plan. Commission initiates an annual review and update of the strategic plan.

2002: Community-based update process; "new realities" identified, priorities clarified.

Culture and Recreation identified as one of the state's priorities of Government.

Agency participates in the Priorities of Government process.

2003: Futures Committee established.

2004: Strategic Plan developed for 2006-2011.

2002: Recognizing New Realities

In spring 2002, the Commission coordinated a multi-faceted, participatory process that included community forums in Spokane, Vancouver and LaConner, a web-based questionnaire, interviews with key arts leaders and facilitated discussion at two Commission meetings. Participants identified several “new realities” of key importance to the work of this agency:

- Shifting priorities of government
- Economic downturn and budget cuts
- Changing demographics of the State

Based on this assessment, the Commission adjusted its course of action with new priorities:

- Advocacy
- Outreach to new communities
- Explore other funding
- Facilitate connections and collaborations

We often describe 2000-2006 strategic plan as “outrageously ambitious.” The economic reality of the past three years has limited our ability to meet many goals in the timeline established: two budget reductions to the agency have taken us back to 1985 funding levels. As a result, we have pushed out timetables and reduced funding level targets. Other disappointments include:

- Grant amounts (both in number of applications and size of the awards) are decreasing while competition for WSAC funding is increasing.
- We have yet to develop evaluation components for some agency programs.
- Further integration of the agency’s work across program boundaries is necessary to achieve some goals.
- A proposed technical assistance plan has not yet been implemented.
- The Governor’s Arts and Heritage Awards is now awarded once per biennium to conserve funds, rather than annually.

Although we have missed some of the benchmarks of the plan, we remain optimistic. We have made terrific progress: we are a trusted and respected agency, participate in the Governor’s Priority of Government process and have navigated difficult budget reductions this past year without horrendous upheaval. We are better partners with education, parks, heritage and tourism agencies; WSAC staff are better team-players and co-workers; the Commission and staff are working together to maximize today’s opportunities and position ourselves well for the future.

Appraisal of External Environment

In Fall 2003, the Arts Commission established a Futures Committee to “revisit fundamental strategic questions as a prelude to updating [the Arts Commission’s] strategic plan.” Several key factors have been identified:

Policy:

- Education reforms are having a positive impact on arts education. Recent legislation (SHB2195) retains the State’s commitment to the arts as part of a complete education, and changes the specifics about assessing arts learning.
- The Priorities of Government (POG) process has enabled the Arts Commission to clarify its role as a priority of government. (See arts and the priorities of Government above.)

Economy:

- Arts organizations are “pinched” by economic and budget factors. Audience numbers have fallen; earned and contributed revenues are down. Two years after opening its new facility, Bellevue Art Museum closed mid-2003, and is currently undergoing an intensive redefinition of its mission and operations. The Seattle Fringe Theater went out of business in early 2004; A Contemporary Theater in Seattle barely escaped closing, and Harlequin Theater in Olympia is facing serious financial problems.

Trends in customer characteristics:

- Schools are decreasing the amount of time they devote to instruction in the arts. A report by the Council for Basic Education, based on surveys of more than 950 elementary and secondary school principals, found commitment to many liberal arts subjects to be waning. Arts-related curriculum and instructors were particularly vulnerable to severe cutbacks.
- The number of arts organizations and facilities has increased in the past decade increasing competition and demand for grant funding.
- Cultural tourism is the fastest sector of tourism: cultural tourists spend more, stay longer and attend more than one cultural attraction. Museums, festivals, galleries and performances are of growing importance to tourists.
- An increasingly diverse population requires specialized approaches, techniques and technical innovations.
- Rural Internet use is growing, but still below national average. This impacts the Arts Commission’s ability to provide access to arts, information and resources to communities.

Strategy and Capacity Assessment:

Risks, obstacles and opportunities

WSAC leadership is strong. After five years of building, our commission is smarter about our work, strategic about our resource allocation, and better connected with stakeholders and legislators.

- The Arts Commission has developed partnerships with other state agencies and arts organizations in order to provide greater access, education and support for the arts in Washington State. Partnerships allow for a more efficient financial investment and increased demographic impact.
- The state art collection, established in 1974, contains about 4700 artworks across the State – not in the protected environment of museums but in public settings that include K-12 public schools, colleges, universities and state agencies. The aging collection needs a greater investment in assessment, conservation and maintenance.
- Private funding from the Wallace Foundation has allowed us to invest in new models of grant-making, testing options for best reaching communities that have traditionally had limited opportunities to participate in the arts. This Arts Participation Initiative has important momentum, as we have strengthened community-based organizations, improved our training and outreach services, and linked grant making with professional development opportunities. When Wallace funding disappears in FY 06, we need additional resources to continue the targeted work with these communities and integrate appropriate principles of the initiative into other programs.
- Documentation and evaluation have not been a major priority, but are proving necessary in order to demonstrate the public value of our work, identify and pursue strategic opportunities and efficiencies.
- Electronic grantmaking can be expensive and problematic, but is clearly a trend to watch. We are currently assessing the options, monitoring the effectiveness of various tools, and building support for a joint investment with other public sector/combined fund grantmakers in the arts across the State (e.g. city and county arts agencies).
- The agency is reorganizing into a team structure that allows more flexibility, enhanced learning and collaboration and aligns with the agency's core activities.
- The Arts Commission is relocating to a smaller more efficient office space, presenting the opportunity to better integrate programs and services.
- Civil service reform will have a significant impact on our bargaining unit, which includes 13 of out 16 employees.
- Anticipated retirement of long-time staff will cause the loss of some institutional memory and program stability while providing the opportunity to revitalize our approach.

Financial Health Assessment

In recent years, we have received a significant increase in funding from the National Endowment for the Arts – both because we have submitted a more competitive application, and due to increases in Congressional appropriations to the NEA. We cannot anticipate continued increases in NEA funding support.

Private funds support specific initiatives: the Arts Participation Initiative, funded by Wallace Foundation, and the Arts Education Resources Initiative, funded by Washington Mutual. Both reflect confidence in this agency, include professional development opportunities for staff and will result in new assessment of strategic opportunities and challenges.

To develop and implement our 2000 strategic plan, our state funding increased in FY 2000, FY 2001, FY 2002 and FY 2003. However, we experienced a 20% reduction in state funds (and reduction of 1.6 FTE) for FY 2004 - FY 2005, forcing reductions to grants programs and significantly reducing our ability to implement the strategic plan. Specifically, we reduced grants to organizations by 20%, reduced arts education grants by 26%, and reduced agency publications 25% and reduced Commissioner travel costs by 25%; additional cuts to administration included staff travel and grant panel costs.

Description of Cost Reduction Strategies

- Extending our grant funding cycle from one-year to two-years, we have reduced costs for staffing and convening panel meetings.
- Distributing grant application guidelines and forms on disk and on our website saves printing costs and makes the application process easier for our constituents.
- Arts education grant guidelines, how-to workshops and artist rosters are available on CDs, making this information more accessible to constituents, reducing travel time needed for on-site workshops, and saving the cost of printing related materials.
- Folk Arts Heritage Tours cassettes and booklets are now available online through the Department of Printing, saving mailing costs and improving our ability to track inventory.
- General agency and program mailing lists are linked and/or consolidated for access and maintenance of databases.
- In FY 2000, the Arts in Education program eliminated the Cultural Enrichment programming which required the labor extensive scheduling of multiple touring performances in public schools and at major art facilities. Based on focus groups statewide, the agency developed the Arts Consortia program to supports the State's Essential Academic Learning Requirements in the Arts. (Governing for Results 4, October 1998, page 53)
- In FY 2001, we upgraded the agency's leased office space to energy efficient lighting partially paid through a Puget Sound Energy Conservation Grant with

and estimated payback of 2.9 years. Electricity usage reduced; cost savings more than covered our out-of-pocket costs.

- In FY 2003, we received a 5-year grant from Wallace Readers Digest Foundation to enhance and assess arts participation in specific communities across the State. Assessment will assist in determining future funding for underserved communities.
- To improve care and maintenance of the state art collection, workshops around the State provide training for artists and others in artwork assessment and conservation.
- The agency web site and e-mail newsletter have greatly increased awareness of agency programs while reducing the cost of printed publications.
- Once an annual event, the Governor's Arts and Heritage Awards Ceremony is now held once each biennium. This reduces costs, but limits access and reduces the visible impact of this project.
- In FY 2003, technical assistant workshops were restructured as a series of intensive two-day sessions held three times annually in locations across the State, replacing on-demand workshops that required more staff time and higher travel expenses.
- In FY 2004, we received a grant from Washington Mutual to identify arts education practices that show the greatest evidence of student achievement and long-term institutional impacts, and leverage best use of those practices.
- In FY 2005, we are piloting a new pooling fund option for the public art acquisition process for public schools, community colleges, and state agencies. Process is anticipated to reduce the number of contracts to artists issued, eliminate purchases of existing works process, and distribute the workload evenly through the year.

Anticipated cost reduction strategies:

- Grant application forms will be coordinated with other arts funders, to streamline processes for our constituents. Electronic grant processes are being considered as a potential collaboration with other arts funders.
- We are moving to a smaller office space and proceeding with reorganization; these coordinated efforts will make our agency more efficient and enhance collaboration and flexibility.

Activity Links and Major Partners

The Arts Commission works in partnership with a variety of local, state and national agencies and non-profit organizations in order to provide greater access, education and support for the arts in Washington State. The focus is on sustainable efforts that produce measurable results and greater impact.

We have collaborated with **State Parks** since 1974, when **Centrum** was established at Fort



Worden State Park (Port Townsend) through a partnership with three state agencies: Parks, Arts and OSPI. We are working now with Centrum to strengthen this partnership and enhance services. In January 2004, we signed an interagency agreement with State Parks to initiate additional arts programming; and received federal funding from the NEA to establish "Folk Arts in the Parks" program in FY 2005.

We have invested arts projects on trail corridors, a collaborative model effort with support from the **National Parks Service** and in collaboration with the **Oregon Arts Commission** and **Idaho Commission on the Arts**.

In the next three years we will complete a set of heritage tour guides along six driving routes; a CD-Rom will complete the set and provide the information in an interactive database for educational and research purposes. This project is a partnership with the National Endowment for the Arts, **Department of Transportation, Northwest Heritage Resources** and other partners. This exemplary project has been replicated in other states.



In partnership with **VSA arts** and the **National Arts and Disability Center** at UCLA, the Arts Commission held Forums on Careers in the Arts for People with Disabilities in Washington State in order to assess the education, career needs and potential barriers for artists and arts administrators with disabilities. The goal is to develop and implement strategies to overcome these barriers and advance careers in the arts for individuals with disabilities. Following the forums the input and information was compiled, published and distributed in a booklet entitled *Forward Focus*.

In 2006, we will complete a five-year initiative funded by **Wallace Foundation** to enhance and assess arts participation in target communities (ethnic, rural, economically disadvantaged, people with disabilities). The initiative has included extensive professional development for key agency staff and Commissioners; the initiative has also funded two- and three-year grants to community-based organizations, plus training for leadership teams for each of these grantee partners. The Wallace Foundation funding for the initiative ends in 2006.



For more than decade, **Artist Trust** has facilitated the Arts Commission's fellowships to individual artists, and serves as an important partner in providing training, resources and support for artists. **Arts Northwest**, supported by state arts commissions in Washington, Oregon and Idaho, convene the region's premier touring and presenting conference, showcasing artists and enables coordinated scheduling and training. With support from the Arts Commission, the **Washington State Arts Alliance Foundation** convenes the annual Washington Cultural Congress, a statewide meeting of arts leaders from communities of all sizes for professional development and networking.



Washington Mutual

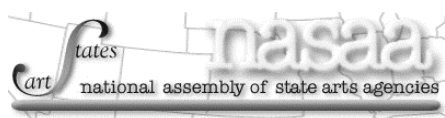
Washington Mutual awarded the agency \$80,000 for an Arts Education Resources Initiative to research and document proven practices in arts education in Washington State schools (2003-2005). This initiative is a direct result of our multi-year partnership with **OSPI**, led by a task force with broad representation from schools, arts organizations and communities across the State.

In addition to our arts education programs, the Arts Commission provides statewide arts education leadership. **The Arts Implementation Task Force** is a partnership with the Office of the Superintendent of Public Instruction, the **Washington Alliance for Better Schools** and others.

The Washington State Arts Commission is among the 56 state arts agencies receiving funding from **the National Endowment for the Arts** for arts education, working with underserved communities, and specific projects. This past year, the agency has competed exceptionally well for NEA funds. New NEA initiatives, under the current administration, include touring programs for jazz masters and Shakespeare.



The Arts Commission and 11 other state arts agencies work with **WESTAF**, the Western States Arts Federation, for the creative advancement and preservation of the arts in 12 Western states. WESTAF currently is engaged in arts policy research, information-systems development, state arts agency development, and convening arts experts and leaders to address critical issues in the arts. IN FY 2003, WESTAF provided nearly \$50,000 in grants and projects to bring quality arts programs to rural and underserved communities in Washington.



We are active members of the **National Assembly of State Arts Agencies**, and benefit from their research, training and links with other state arts agencies.

The State of Washington was the subject of a pilot project of "Mapping State Cultural Policy," led by **The Cultural Policy Center at the University of Chicago**; this effort to look at "the full range of [Washington's] cultural programs and policies as a unified whole" included arts, humanities, heritage and allied forms of culture. The project and its publication (released January 2004) have invited better working relationships among these and related agencies and provide an important basis for future documentation and assessment.

Information Sources used in this document include:

- The National Governors Association for Best Practices
 - *The Impact of Arts Education on Workforce Preparation*. Issue Brief: Economic & Technology Policy Studies, 2002.
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